DCIPS
DEFENSE CIVILIAN INTELLIGENCE PERSONNEL SYSTEM

DCIPS Overview

DCIPS incorporates all DoD civilians within the Intelligence Community under a single, performance-based, mission-focused management system that furthers the goals of both DoD and ODNI

- Established by the Defense Civilian Intelligence Personnel Policy Act of 1996 (part of FY2007 National Defense Authorization Act)
- Management driven system; not an HR system
- Strengthens our ability to face the ever-changing demands placed on the intelligence community
- Appropriately recognizes and rewards employee's performance and contributions versus longevity
- Provides tools to attract and retain high-quality employees

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Transforming the Defense Intelligence Community

At the Core of DCIPS is:

- Performance Management
  - *Aligning work with mission and/or organizational goals*
  - *Communicating the link between employee contribution and organizational goals*
  - *Acknowledging and rewarding performance results*
  - *Distinguishing levels of performance and recognition so contributions to the mission are rewarded*

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The Performance Management Cycle

Plan – Build a shared understanding of performance expectations

Reward – Recognize contributions that support the accomplishment of organizational goals

Monitor – Capitalize on strengths and address Areas for improvement

Rate – Highlight achievements

Develop – Identify opportunities to enhance knowledge, skills, and abilities

Performance Management: Roles and Responsibilities

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Employee:
- Helps write objectives
- Tracks accomplishments
- Maintains continuous performance dialogue w/supervisor
- Understands link between objectives and mission

Rating Official:
- Executes process: performance and development plans, mid-point and final evals
- Helps write objectives linked to strategic goals
- Continues performance dialogue with employees
- Recognizes excellent performance
- Addresses poor performance

Reviewing Official:
- Oversees process to ensure it is fair, timely
- Ensures proper training
- Works with raters to normalize ratings
- Approves/adjusts Rating of Record before presentation to employee

Performance Review Authority:
- Provides independent review of rating in reconsideration process
- Oversees

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Performance Management: Objectives & Elements

- **Performance objectives** – the "What"
  - **"SMART": S**pecific, **M**easurable, **A**chievable, **R**elevant, and **T**ime-bound

- **Performance elements** – the "How"
  - Six global attributes/behaviors:
    - Accountability for Results
    - Critical Thinking
    - Communication
    - Engagement and Collaboration
    - Technical Expertise (employees); Managerial Proficiency (managers)
    - Personal Leadership (employees); Integrity/Leadership (managers)

Performance Management: Ratings and Timelines

- **Rating of Record Based on a scale of 1-5**
  - 5 - Outstanding
  - 4 – Excellent
  - 3 – Successful
  - 2 – Minimally Successful
  - 1 – Unacceptable

- **Timeline**
  - Rating period – 01 October to 30 September each year
  - Performance plans completed within 30 days of start of performance period
  - Final ratings to Pay Pools in November
  - Compensation pay-outs in January

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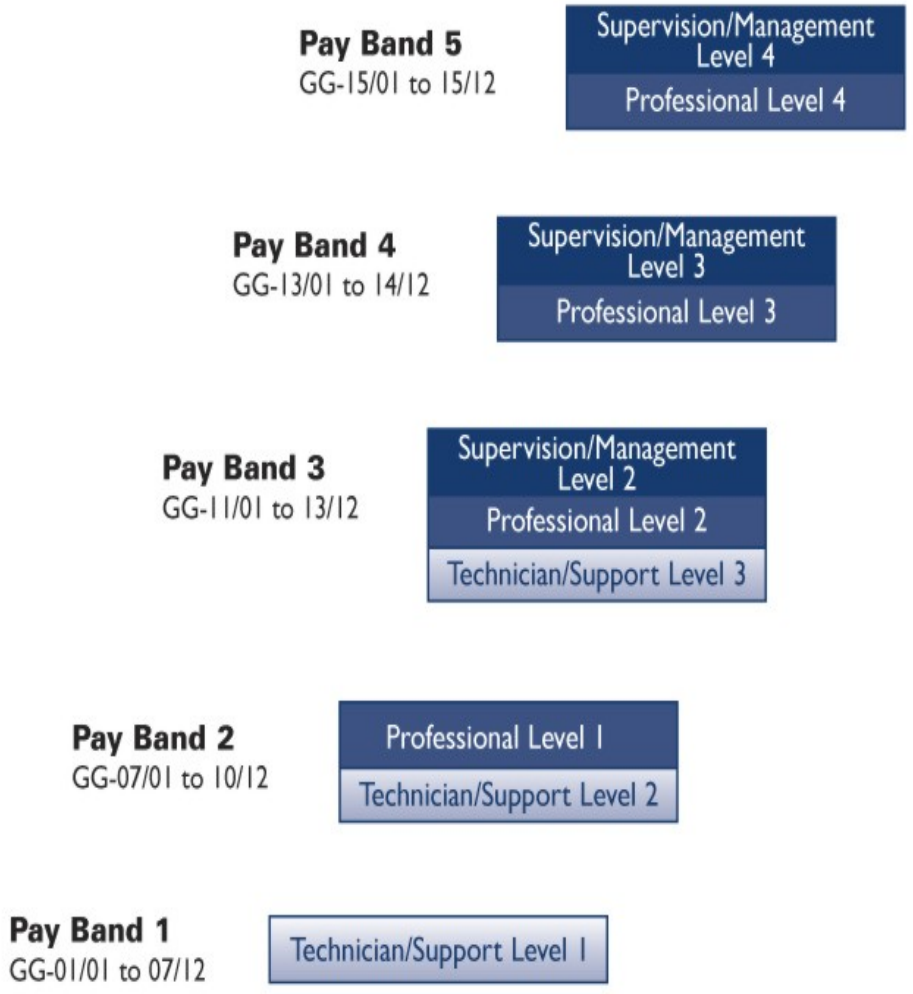
Conversion to Pay Bands



There is overlap between the GG structure and the DCIPS pay bands. The following assumptions are made:

GG-07 Technician/Administrative Support will convert into Pay Band 1

GG-07 Professional will convert into Pay Band 2

GG-13 Technician/Administrative Support will convert into Pay Band 3

GG-13 Professional Steps 1-2 will convert into Pay Band 3

GG-13 Professional Steps 3-12 will convert into Pay Band 4

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Pay Pool Processes: Transparency is Critical

- **Pay Pool Structure**
  - Developed along organizational or occupational lines
- **Pay Pool Budget**
  - Funding derived from within-grade increases, portion of promotion/award funding, quality step increases, and general pay increase
    - Locality pay will continue to be paid until transition to market-sensitive pay structure
    - Employees rated Successful and above initially guaranteed no less than general pay increase + locality; plan to move to market sensitive pay in the future
- **Pay Pool Panels**
  - Determine employee basic pay increases, bonuses, or a combination of both, based upon level of performance, placement in the pay band, and available budget
- **Pay Pool Support**
  - Training and tools will be provided to support the process

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Implementation Timeline

	DCIPS Implementation Timeline as of 30 Nov 07			
	2008		2009	
	Sept	Oct	Apr	Oct
Performance Management System		CIFA DIA Navy/ Marines NGA	Air Force Army	DSS

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Preparing for Implementation: Employee Readiness

- *Readiness: Degree to which you are emotionally, intellectually and physically capable of implementing change*
- *Stages of Readiness*
  - ***Stage 1: Unaware** – uninformed and uninvolved*
  - ***Stage 2: Aware** – Why are we doing this? What's in it for me?*
  - ***Stage 3: Understand** – I understand why, but I'm skeptical*
  - ***Stage 4: Buy-in** – This may work, it could be a good thing*
  - ***Stage 5: Commitment** – This works, it's better than the old way!*
- *Goal – all employees to Stage 3 prior to implementation; at least 20% at Stage 4, particularly managers; implementers and HR practitioners at Stage 5!*

- Jeffrey M. Hiatt and Timothy J. Creasey, Change Management

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Employee Readiness: Key Enablers

- ***Communication***
  - *Present consistent, clear messages continually, in varied ways*
  - *Share incrementally as information is known*
- ***Training***
  - *Encourage all employees to participate in core training*
  - *Allow time to gain new behaviors/attitudes as well as knowledge*
- ***Leadership Support***
  - *Maximize the potential of DCIPS as a management tool that links performance to mission through cascading objectives*
  - *Support visible, active involvement from all levels of leadership*
- ***Multi-level Involvement***
  - *Provide opportunities to interact/socialize with peers as well as subordinate/supervisor*
- ***Continuous Assessment***
  - *Keep checking to see where people are and address their concerns*

Communication Strategy: Targeted Approach

- *Distinct, branded communications for each target audience*

Target Audience	Key Themes
Employees	•*Gain confidence* •*Focus on performance, reward, equity*
HR Practitioners	•*Role change as managerial flexibility increases (technical/consulting expertise)*
Supervisors and Managers	•*Managing employee performance* •*First source of DCIPS information* •*Clear line of sight from organizational goals to individual performance objectives*
Senior Leaders	•*Identify/communicate strategic value* •*Drive organizational change*

Training Strategy: Modular Course Design

	HR	Employees	Managers/ Supervisors	Notes
DCIPS 101	✓	✓	✓	1 hour web course
HR Elements & Performance Management	✓	✓	✓	Employees – 1-2 days Mgrs/Sup – 2-3 days HR – 3-4 days
SMART Objectives Workshop	✓	✓	✓	2 hour workshop
Communication Workshop for Managers/Supervisors	✓		✓	2 hour workshop
iSuccess DCIPS	✓	✓	✓	1 hour web course
Pay Pool Overview	✓	✓	✓	1 hour web course
			(If Pay	2.5 days (includes

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Challenges

- **Culture shift throughout DoD Intelligence Components**
  - *Increased Collaboration across DoD IC Enterprise*
  - *Personnel Readiness*
  - *Performance over longevity*
- **First line supervisors are critical**
  - *Must ensure they understand and can articulate the process and they don't feel disenfranchised.*
  - *Management accountability to appropriately assess employee performance and reward top performers*
  - *Soft skills are key*
- **Shift in HR's role**
  - *More consultative role - must build necessary skills*
- **Building & Sustaining Momentum**

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Lessons Learned

- Document decisions
- Expect bumps in the road
- Continuous communication is key
- Don’t reinvent the wheel
  - *DCIPS has leveraged NSPS lessons learned*
- Line up and leverage resources – people and money
- Remember - the Devils in the details

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DCIPS and NSPS: A Comparison

	DCIPS	NSPS
Authorities	Title 10, Chapter 83, "Civilian Defense Intelligence Employees;" DoD Directive 1400.35, Defense Civilian Intelligence Personnel System (DCIPS); DoD Directive 5143.01, Under Secretary of Defense for Intelligence (USD(I))	Title 5, Part III, Sub-part I, Chapter 99, "Department of Defense National Security Personnel System"
Performance Management		
Rating Cycle	Fiscal Year	Same
Rating Elements	Performance Objectives (WHAT)	Same
	Six Performance Elements (HOW)	Contributing Factors
Rating Scale	Assigns 1-5 for each objective and each element	Assigns 1-5 for each objective, but +/- for contributing factors
Employee Rating	Established by Rater and approved by Reviewer(s)	Established by Pay Pool
Occupational Structure	Component-specific job titles (with cross-walk to OPM job titles/categories) aligned to common work categories/levels	DoD wide job titles aligned to four occupationally-based career groups
Pay Structure	One common pay band structure for all occupations aligned to common work categories/levels	Four occupationally-based career groups with 15 unique pay band structures
Pay Administration		
Pay Pool Process	Annual consideration for base pay and bonuses	Same